Highlighted sections, including the yellow boxes, contain instructions, examples or placeholders to facilitate completion of this document. These should be removed or modified as appropriate prior to finalizing this document.

Exercise Plan (ExPlan)

[Insert Logo Here]

[FULL EXERCISE NAME]

Emergency Dispensing Site Full Scale Exercise

[YOUR AGENCY NAME]

EXERCISE DATE: [DD/MM/YY] PUBLISHING DATE: [DD/MM/YY]

[FINAL OR DRAFT]

PREFACE

[Exercise Name] is sponsored by [Sponsor Agency]. This Exercise Plan (ExPlan) was produced with input, advice, and assistance from the [Exercise Name] exercise planning team, which followed the guidance set forth in the Federal Emergency Management Agency (FEMA), Homeland Security Exercise and Evaluation Program (HSEEP).

The ExPlan gives officials, observers, media personnel, and players from participating organizations the information necessary to observe or participate in a terrorism response exercise focusing on participants' emergency response plans, policies, and procedures as they pertain to bioterrorism. The information in this document is current as of the date of publication, [Date], and is subject to change as dictated by the [Exercise Name] exercise planning team.

The [Exercise Name] is an *unclassified exercise*. The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials deemed necessary to their performance. The ExPlan may be viewed by all exercise participants, *but the Controller and Evaluator (C/E) Handbook is a restricted document intended for controllers and evaluators only.*

All exercise participants should use appropriate guidelines to ensure the proper control of information within their areas of expertise and to protect this material in accordance with current jurisdictional directives. Public release of exercise materials to third parties is at the discretion of [Your Agency Name] and the [Exercise Name] exercise planning team.

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HANDLING INSTRUCTIONS

1. The title of this document is *[Exercise Name] Exercise Plan (ExPlan)*.
2. The information gathered in this ExPlan is *For Official Use Only (FOUO)* and should be handled as sensitive information not to be disclosed. This document should be safeguarded, handled, transmitted, and stored in accordance with appropriate security directives. Reproduction of this document, in whole or in part, without prior approval from [Sponsor Agency] is prohibited.
3. At a minimum, the attached materials will be disseminated only on a need-to-know basis and when unattended, will be stored in a locked container or area offering sufficient protection against theft, compromise, inadvertent access, and unauthorized disclosure.
4. For more information, please consult the following points of contact (POCs):

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CHAPTER 1: GENERAL INFORMATION

Introduction

The [Exercise Name] is a full scale exercise (FSE) designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures as they pertain to bioterrorism. An FSE is a complex event that requires detailed planning. To conduct an effective exercise, subject matter experts (SMEs) and local representatives from numerous agencies have taken part in the planning process and will take part in exercise conduct and evaluation.

This Exercise Plan (ExPlan) was produced at the direction of the [Sponsor Agency] with the input, advice, and assistance of the [Exercise Name] planners. [Exercise Name] is evidence of the growing public safety partnership between State and local jurisdictions for the response to the natural and man-made threats our Nation and communities face.

Confidentiality

The [Exercise Name] is an *unclassified exercise*. The control of information is based more on public sensitivity regarding the nature of the exercise than on the actual exercise content. Some exercise material is intended for the exclusive use of exercise planners, controllers, and evaluators, but players may view other materials deemed necessary to their performance. This ExPlan may be viewed by all exercise participants, *but the Controller and Evaluator (C/E) Handbook is a restricted document intended for controllers and evaluators only.*

All exercise participants should use appropriate guidelines to ensure the proper control of information within their areas of expertise and protect this material in accordance with current [Jurisdiction] directives. Public release of exercise materials to third parties is at the discretion of the [Your Agency] and the [Exercise Name] Planning Team.

Purpose

The purpose of this exercise is to evaluate player actions against current response plans and capabilities for a bioterrorism incident response.

Target Capabilities

The National Planning Scenarios and the establishment of the National Preparedness Priorities have steered the focus of homeland security toward a capabilities-based planning approach. Capabilities-based planning focuses on planning under uncertainty, since the next danger or disaster can never be forecast with complete accuracy. Therefore, capabilities-based planning takes an all-hazards approach to planning and preparation which builds capabilities that can be applied to a wide variety of incidents. States and Urban Areas use capabilities-based planning to identify a baseline assessment of their homeland security efforts by comparing their current capabilities against the Target Capabilities List (TCL) and the critical tasks of the Universal Task List (UTL). This approach identifies gaps in current capabilities and focuses efforts on identifying and developing priority capabilities and tasks for the jurisdiction. These priority capabilities are articulated in the jurisdiction's homeland security strategy and Multi-Year Training and Exercise Plan, of which this exercise is a component of.

The capabilities listed below have been selected by the [Exercise Name] planning team from the priority capabilities identified in [Jurisdiction]'s Multi-Year Training and Exercise Plan. These capabilities provide the foundation for development of the exercise objectives and scenario, as the purpose of this exercise is to measure and validate performance of these capabilities and their associated critical tasks.

The Target Capabilities listed below apply to this exercise, however you may adjust them according to what your jurisdiction plans to test. These are derived from the Department of Homeland Security's Target Capabilities List. This can be downloaded at https://www.llis.dhs.gov.

- Mass Prophylaxis
- Medical Supply Management and Distribution
- Emergency Public Safety and Security
- Emergency Public Information and Warning
- Communications
- Onsite Incident Management

Exercise Objectives

The [Exercise Name] exercise planning team selected objectives that focus on evaluating emergency response procedures, identifying areas for improvement, and achieving a collaborative attitude. This exercise will focus on the following objectives:

This is a list of sample objectives that apply to this exercise. You may select any that apply to the scope of your exercise. You do not have to test all of these objectives.

Onsite Incident Management: Assess the ability of the EDS Manager to establish and maintain Incident Command during EDS operations in accordance with the EDS Plan and NIMS

Emergency Public Safety and Security: Demonstrate the ability of security personnel to establish and maintain security operations at the EDS in accordance with the EDS Plan.

Mass Prophylaxis: Evaluate the ability of EDS staff to set-up, operate and demobilize an EDS during a biological terrorism incident in accordance with their EDS Plan.

Communications: Demonstrate the ability of EDS staff and response personnel to activate and maintain communications during a biological terrorism incident in accordance with the EDS Plan and NIMS.

Medical Supply Management and Distribution: Assess the ability of EDS staff to obtain, secure and manage medical supplies and materiel at the EDS in accordance with the EDS Plan.

Emergency Public Information and Warning: Assess the ability of [Your Agency] to develop, coordinate and disseminate public information during a biological terrorism incident in accordance with the EDS Plan.

CHAPTER 2: EXERCISE LOGISTICS

Exercise Summary

General

The [Exercise Name] is designed to establish a learning environment for players to exercise their plans and procedures for responding to a bioterrorism incident. The [Exercise Name] will be conducted on [Date], beginning at [Time]. Exercise play is scheduled for [Exercise Duration] or until the Exercise Director and Senior Controller determine that the exercise objectives have been met at each venue.

Assumptions

Assumptions constitute the implied factual foundation for the exercise and, hence, are assumed to be present before the start of the exercise. The following general assumptions apply to the [Exercise Name]:

- The exercise will be conducted in a no-fault learning environment wherein systems and processes, not individuals, will be evaluated.
- Exercise simulation will be realistic and plausible, containing sufficient detail from which to respond.
- Exercise players will react to the information and situations as they are presented, in the same manner as if this had been a real event.

Constructs and Constraints

Constructs are exercise devices designed to enhance or improve exercise realism. Alternatively, constraints are exercise limitations that may detract from exercise realism. Constraints may be the inadvertent result of a faulty construct or may pertain to financial and staffing issues. Although there are a number of constructs and constraints (also known as exercise artificialities) for any exercise, the [Exercise Name] planning team recognizes and accepts the following as necessary:

- Exercise communication and coordination will be limited to the participating exercise venues and the simulation cell (SimCell), if one is utilized.
- Only those communication methods listed in the Communication Information will be available for players to use during the exercise.
- The participating agencies may need to balance exercise play with real-world emergencies. It is understood that real-world emergencies will take priority.

Exercise Participants

The following are the categories of participants involved in this exercise; note that the term "participant" refers to all categories listed below, not just those playing in the exercise:

- ***Players.*** Players are agency personnel who have an active role in responding to the simulated emergency and perform their regular roles and responsibilities during the exercise. Players initiate actions that will respond to and mitigate the simulated emergency.
- ***Controllers.*** Controllers set up and operate the exercise site; plan and manage exercise play; act in the roles of response individuals and agencies not playing in the exercise. Controllers direct the pace of exercise play and routinely include members from the exercise planning team. They provide key data to players and may prompt or initiate certain player actions to ensure exercise continuity.
- ***Simulators.*** Simulators are control staff personnel who role-play as nonparticipating organizations or individuals. They most often operate out of the SimCell, but may occasionally have face-to-face contact with players. Simulators function semi-independently under the supervision of SimCell controllers, enacting roles (e.g., as media reporters or next of kin) in accordance with instructions provided in the Master Scenario Events List (MSEL). All simulators are ultimately accountable to the Exercise Director and Senior Controller.
- ***Evaluators.*** Evaluators are chosen to evaluate and provide feedback on a designated functional area of the exercise. They are chosen based on their expertise in the functional area(s) they have been assigned to review during the exercise and their familiarity with local emergency response procedures. Evaluators assess and document participants' performance against established emergency plans and exercise evaluation criteria, in accordance with HSEEP standards. They are typically chosen from amongst planning committee members or the agencies/organizations that are participating in the exercise.
- ***Actors.*** Actors are exercise participants who act or simulate specific roles during exercise play. They are typically volunteers who have been recruited to play the role of victims or other bystanders.
- ***Observers.*** Observers visit or view selected segments of the exercise. Observers do not play in the exercise, and do not perform any control or evaluation functions. Observers will view the exercise from a designated observation area and will be asked to remain within the observation area during the exercise. VIPs are a type of observer, but are frequently grouped separately. A dedicated group of exercise controllers should be assigned to manage these groups.
- ***Media Personnel.*** Some media personnel may be present as observers pending approval by [Sponsor Agency] personnel and exercise support team members. Media interaction may also be simulated by the SimCell to enhance realism and meet related exercise objectives. A dedicated group of exercise controllers should be assigned to manage these groups.
- ***Support Staff.*** Exercise support staff includes individuals who are assigned administrative and logistical support tasks during the exercise (i.e. registration, catering, etc.).

Exercise Tools

Controller and Evaluator Handbook

The Controller and Evaluator Handbook (CE Handbook) is a separate document and is only to be distributed to exercise evaluators and controllers.

The [Exercise Name] C/E Handbook is designed to help exercise controllers and evaluators conduct and evaluate an effective exercise. This handbook also enables controllers and evaluators to understand their roles and responsibilities in exercise execution and evaluation. Should a player, observer, or media representative find an unattended handbook, it should be provided to the nearest controller or evaluator.

Master Scenario Events List

The MSEL outlines benchmarks, as well as injects that drive exercise play. It also details realistic input to the exercise players as well as information expected to emanate from simulated organizations (i.e., those nonparticipating organizations, agencies, and individuals who would usually respond to the situation). An inject will include several items of information, such as inject time, intended recipient, responsible controller, inject type, a short description of the event, and the expected player action.

Exercise Implementation

Exercise Play

Exercise play will begin at [Time] with a situation update going to each participating venue. Play will proceed according to the events outlined in the MSEL, in accordance with established plans and procedures. The exercise will conclude upon the completion of operations and attainment of the exercise objectives, as determined by the Exercise Director. The exercise is expected to end at [Time].

Exercise Rules

The following are the general rules that govern exercise play:

- Real-world emergency actions take priority over exercise actions.
- Exercise participants will comply with real-world response procedures, unless otherwise directed by control staff.
- All communications (written, radio, telephone, etc.) made during the exercise will begin and end with the phrase, ***"This is an exercise."***
- Exercise participants placing telephone calls or initiating radio communication with the SimCell must identify the organization, agency, office, and/or individual with whom they wish to speak.

Safety Requirements

General

Exercise participant safety takes priority over exercise events. Although the organizations involved in the [Exercise Name] come from various response agencies, they share the basic responsibility for ensuring a safe environment for all personnel involved in the exercise. In addition, aspects of an emergency response are dangerous. Professional health and safety ethics should guide all participants to operate in their assigned roles in the safest manner possible. The following general requirements apply to the exercise:

- An exercise Safety Controller will be identified and be responsible for participant safety.
- All exercise controllers, evaluators, and staff will serve as safety observers while the exercise activities are underway. Any safety concerns must be immediately reported to the Safety Controller.
- Participants will be responsible for their own and each other's safety during the exercise. It is the responsibility of all persons associated with the exercise to stop play if, in their opinion, a real safety problem exists. Once the problem is corrected, exercise play can be restarted.
- All organizations will comply with their respective environmental, health, and safety plans and procedures, as well as the appropriate Federal, State, and local environmental health and safety regulations.

Exercise Setup

Exercise setup involves the pre-staging and dispersal of exercise materials; including registration materials, documentation, signage, and other equipment as appropriate.

Electrical and Generating Device Hazards

All electrical and generating devices will be clearly marked to prevent inadvertent contact. All generating devices will be located in areas where exhaust gases will not pose any potential for exposure to exercise participants (i.e., located away from buildings to prevent the buildup of carbon monoxide inside).

The Electrical and Generating Device Hazards section may be cut out if it is not applicable to your exercise location.

Fire Safety

The local fire department will be notified and should provide support in case of fire. The following are fire safety requirements for the [Exercise Name]:

- Firefighting equipment will be readily available and in close proximity.
- Particular care will be given to ensure no [Exercise Name] operations cause unintentional fires.

- Resupply fuels (e.g., gasoline, kerosene, and diesel fuel) will be stored in approved containers, clearly labeled for content, and stored away from combustible materials. These fuels will not be stored within 50 feet of an ignition source (e.g., open flames, electrical or gas-operated equipment). "No Smoking" signs will be posted near the storage area. Fire extinguishers and other safety equipment will be stored close to the storage area, but not with the containers. Fuels will be handled using safe handling methods.

Emergency Medical Services

A dedicated, non-participating Advanced Life Support (ALS) Ambulance and crew will be on-site or available throughout the exercise to provide any needed real-world medical support.

Weapons Policy

Please see Appendix D for a detailed description of the [Exercise Name] Weapons Policy.

Accident Reporting and Real Emergencies

For an emergency that requires assistance, the phrase will be ***"Real-World Emergency."*** The following procedures should be used in case of a real emergency during the exercise:

- Anyone observing a participant who is seriously ill or injured will first advise the nearest controller, then if possible, render aid, provided the aid does not exceed his or her training.
- The controller who is made aware of a real emergency will initiate the broadcast ***"Real-World Emergency"*** on the controller radio network, providing the following information to the Senior Controller and Exercise Director:
  - Venue/function
  - Location within the venue/function
  - Condition
  - Requirements
- The SimCell will be notified as soon as possible if a real emergency occurs.
- If the nature of the emergency requires a suspension of the exercise at the venue/function, all exercise activities at that facility will immediately cease. Exercise play may resume at that venue/function once the ***"Real-World Emergency"*** situation has been addressed.
- Exercise play at other venue/functions should not cease if one venue/function has declared a ***"Real-World Emergency"*** unless they are reliant on the affected venue.
- If a real emergency occurs that affects the entire exercise, the exercise may be suspended or terminated at the discretion of the Exercise Director and Senior Controller. The notification will be made from the SimCell.

Site Access

Security

The [Local Law Enforcement Agency] will control entry to the exercise venues and the SimCell. To prevent confusion and interruption of the exercise, access to the exercise sites and the SimCell will be limited to exercise participants only. Players should advise their venue's controller or evaluator if an unauthorized person is present. Each organization should follow its internal security procedures, augmented as necessary to comply with exercise requirements.

Observer Coordination

Each organization with observers will coordinate with [Sponsor Agency] for access to the exercise site. Observers will be escorted to an observation area for orientation and conduct of the exercise. All observers will be asked to remain within the designated observation area during the exercise. [Sponsor Agency] representatives and/or the Observer Controller will be present to explain the exercise program and answer questions for the observers during the exercise.

Parking and Directions

Parking information and directions to each venue area are available from [Sponsor Agency].

Restroom Facilities

Restroom facilities will be available at each venue.

Exercise Identification

Identification hats, badges or vests will be issued to exercise staff. All exercise personnel and observers will be identified by agency uniforms or identification hats, badges or vests distributed by the exercise staff. The chart below describes identification items.

This chart can be modified to conform to the type of identification being used.

Table 2.1 *Exercise Identification*

Group	Hat Color	Badge Color
Exercise Director	White	N/A
Controllers	Green	Green
Evaluators	Red	Red
Support Staff	N/A	Dark Red
Observers	N/A	Blue
VIPs	N/A	N/A
Media Personnel	N/A	Pink
Players	N/A	White
Simulators	N/A	Dark Blue
Actors	N/A	Orange

Communications Plan

Exercise Start, Suspension, and Termination Instructions

The exercise is scheduled to run for [Exercise Duration] or until the Exercise Director and Senior Controller determine that the exercise objectives have been met. From the SimCell, the Exercise Director will announce the start of the exercise and exercise suspension or termination through the Controller Communication Network. **Do not delete the blue box.**

All spoken and written communication will start and end with the statement, "THIS IS AN EXERCISE."

Player Communication

Players will use routine, in-place agency communication systems. Additional communication assets may be made available as the exercise progresses. The need to maintain capability for a real-world response may preclude the use of certain communication channels or systems that would usually be available for an actual emergency incident. In no instance will exercise communication interfere with real-world emergency communications. Each venue will coordinate its own internal communication networks and channels.

The primary means of communication between the players and any outside locations (i.e. EOC, ICP) will vary by jurisdiction, however it is recommended that you use whatever equipment is identified in your EDS plan (i.e. radio, telephone, runners, email, WebEOC).

The primary means of communication among the SimCell, controllers, and the venues will be [Means of communication, i.e., radio (channels), telephone]. A list of key telephone and fax numbers, and radio call signs will be available as a Communication Directory before the start of the exercise.

Communications Check

Before the start of the exercise, the SimCell will conduct a communication check with all interfacing communication means to ensure redundancy and uninterrupted flow of control information.

Player Briefing

Controllers may be required to read specific scenario details to the participants to begin exercise play. They may also have technical handouts or other materials to give to players in order to better orient them to the exercise environment.

Public Affairs

This exercise enables players to demonstrate an increased readiness to deal with a bioterrorism incident. Any public safety exercise may be a newsworthy event. Special attention must be given to the needs of the media, allowing them to get as complete and accurate a story as possible while ensuring their activities do not compromise the exercise realism, safety, or objectives.

[Sponsor Agency] and participating agencies are responsible for disseminating public information in advance of the [Exercise Name]. [Sponsor Agency] will coordinate this function.

CHAPTER 3: PLAYER GUIDELINES

Exercise Staff

Exercise Director

The Exercise Director has the overall responsibility for planning, coordinating, and overseeing all exercise functions. He/she manages the exercise activities and maintains a close dialogue with the Senior Controller regarding the status of play and the achievement of the exercise design objectives.

Senior Controller

The Senior Controller is responsible for the overall organization of the [Exercise Name], will take direction from the Exercise Director. The Senior Controller monitors exercise progress and coordinates decisions regarding deviations or significant changes to the scenario caused by unexpected developments during play. The Senior Controller monitors actions by individual controllers and ensures they implement all designated and modified actions at the appropriate time. The Senior Controller debriefs the controllers and evaluators after the exercise and oversees the setup and takedown of the exercise.

Safety Controller

The Safety Controller is responsible for monitoring exercise safety during setup, conduct and clean-up of the exercise. All exercise participants will assist the safety controller by reporting any safety concerns.

Controllers

The individual controllers issue exercise materials to players as required, monitor the exercise timeline, and monitor the safety of all exercise participants. Controllers also provide injects to the players as described in the MSEL. Specific controller responsibilities are addressed in the C/E Handbook.

Evaluators

Evaluators work as a team with controllers. Evaluators are SMEs who record events that take place in their assigned location and submit documentation for review and inclusion in the After Action Report (AAR). Evaluators should not have any direct interaction with the players. Specific evaluator responsibilities are addressed in the C/E Handbook.

Player Instructions

Before the Exercise

- Review the appropriate emergency plans, procedures, and exercise support documents.
- Wear appropriate uniform or exercise identification.

- If you gain knowledge of the scenario before the exercise, notify a controller so that appropriate actions can be taken to ensure a valid evaluation.
- Read your Player Information Handout, which includes information on exercise safety.
- Please sign in.

During the Exercise

- Respond to the exercise events and information as if the emergency were real, unless otherwise directed by an exercise controller.
- Controllers will only give you information they are specifically directed to disseminate. You are expected to obtain other necessary information through existing emergency information channels.
- Do not engage in personal conversations with controllers, evaluators, observers, or media personnel while the exercise is in progress. If you are asked an exercise-related question, give a short, concise answer. If you are busy and cannot immediately respond, indicate so, but report back with an answer at the earliest time possible.
- If you do not understand the scope of the exercise or if you are uncertain about an organization's or agency's participation in an exercise, ask a controller.
- Parts of the scenario may seem implausible. Recognize that the exercise has objectives to satisfy and may require the incorporation of unrealistic aspects. Note that every effort has been made by the trusted agents to balance realism with safety and the creation of an effective learning and evaluation environment.
- All exercise communication will begin and end with the phrase **"This is an exercise."** This is a precaution taken so anyone overhearing the conversation will not mistake the exercise play for a real-world emergency.
- When communicating with the SimCell, identify the organization, agency, office, and/or individual with which you want to speak.
- Verbalize out loud when taking an action. This will ensure that evaluators are made aware of critical actions as they occur.
- Maintain a log of your activities. Many times, this log may include documentation of activities missed by a controller or evaluator.

Following the Exercise

- At the end of the exercise at your facility, participate in the Hotwash with the controllers and evaluators.
- Complete the Participant Feedback Summary Form. This form allows you to comment candidly on emergency response activities and effectiveness of the exercise. Please provide the completed form to a controller or evaluator.
- Provide any notes or materials generated from the exercise to your controller or evaluator for review and inclusion in the AAR.

Simulation Guidelines

Because the [Exercise Name] is of limited duration and scope, the physical description of what would fully occur at the incident sites and surrounding areas will be relayed to the players by simulators or controllers.

If a real emergency occurs during the exercise, the exercise at your respective venue may be suspended or terminated at the discretion of the controller(s) at each venue. If a real emergency occurs, say **"Real-World Emergency"** and notify the nearest controller and evaluator.

CHAPTER 4: EVALUATION AND POST-EXERCISE ACTIVITIES

Exercise Documentation

The goal of the [Exercise Name] is to comprehensively exercise and evaluate [Jurisdiction]'s plans and capabilities as they pertain to a potential bioterrorism incident. After the exercise, data collected by controllers, evaluators, the SimCell, and players will be used to identify strengths and areas for improvement in the context of the exercise design objectives.

Exercise Evaluation Guides

DHS has developed Exercise Evaluation Guides (EEGs) that identify expected activities for evaluation, provide consistency across exercises, and link individual tasks to disciplines and expected outcomes.

The EEGs selected by the [Exercise Name] trusted agents are contained in the evaluator materials packet along with the C/E Handbook. These EEGs have been selected because the activities they describe can be expected to be observed during the exercise and will guide evaluation to match the exercise design objectives. Supplemental evaluation material designed for the [Exercise Name] may also be used.

Suggested Exercise Evaluation Guides (EEGs) for this Full Scale Exercise are provided in the MDPH, Emergency Preparedness Bureau EDS Toolkit. Suggested EEGs include: Mass Prophylaxis, Communications, Onsite Incident Management, Emergency Public Safety and Security, Medical Supplies Management and Distribution, Emergency Public Information and Warning.

Hotwash

Immediately following the completion of exercise play, controllers will facilitate a Hotwash with players from their assigned location. The Hotwash is an opportunity for players to voice their opinions on the exercise and their own performance. At this time, evaluators can also seek clarification on certain actions and what prompted players to take them. The Hotwash should not last more that 30 minutes. Evaluators should take notes during the Hotwash and include these observations in their analysis.

Controller and Evaluator Debriefing

Controllers, evaluators, and selected exercise participants will attend a facilitated Controller and Evaluator Debriefing on [Date] at [Location]. During the debriefing these individuals will discuss their observations of the exercise in an open environment to clarify actions taken during the exercise. Evaluators should take this opportunity to complete their EEGs for submission to the lead evaluator as well as begin the analysis process outlining the issues to be included in the AAR.

After Action Report

The AAR is the culmination of the [Exercise Name]. It is a written report outlining the strengths and areas for improvement identified during the exercise. The AAR will include the timeline, executive summary, scenario description, mission outcomes, and capability analysis. The AAR will be drafted by a core group of individuals from the exercise planning team.

After Action Conference and Improvement Plan

The improvement process represents the comprehensive, continuing preparedness effort of which the [Exercise Name] is a part. The lessons learned and recommendations from the AAR will be incorporated into an Improvement Plan (IP).

The *After Action Conference* is a forum for jurisdiction officials to hear the results of the evaluation analysis, validate the findings and recommendations in the draft AAR, and begin development of the IP.

The *Improvement Plan* identifies how recommendations will be addressed, including what actions will be taken, who is responsible, and the timeline for completion. It is created by key stakeholders from the [Exercise Name] participating agency officials during the After Action Conference.

APPENDIX A: EXERCISE SCHEDULE

Table A.1 *[Exercise Name] Schedule*

This is a sample exercise schedule. The timing of an exercise will vary based on the scope and scale of the event.

Time	Personnel	Activity
[Month Day, Year]		
1300-1500	Controllers, Evaluators, Exercise Planning Team	Controller and Evaluator Briefing and Training
[Month Day, Year]		
0800	Select Controllers and Exercise Staff	Setup of exercise site
0830	Controllers and Evaluators	Check In
0900	Participants (Players, Observers, Actors)	Arrive and register
0915	Controllers and Evaluators	Communications Check
0930	Participants	Receive participant briefings
0945	All	Report to STARTEX location
1000	All	Exercise Play Start (STARTEX)
1400	All	Exercise Play End (ENDEX)
Immediately following ENDEX	Participants, Controllers, Evaluators	Hotwash
[Month Day, Year]		
0900	Controllers, Evaluators, Exercise Planning Team	Controller and Evaluator Debriefing

APPENDIX B: EXERCISE SITE MAPS

Figure B.1 *[Map Title]*

Insert a map of the exercise sites or layout of EDS and any other locations (EOC, ICP, etc.) that may apply.

APPENDIX C: PARTICIPATING AGENCIES

Table C.1 *Participating Agencies*

Participating Agencies
Federal (If applicable)
State (If applicable)
[Jurisdiction A]
[Jurisdiction B] (If applicable)

APPENDIX D: EXERCISE WEAPONS POLICY

It is the policy of DHS to ensure that every effort is made to provide a safe and secure environment at all exercises for its participants, observers/VIPs, control/evaluation staff, volunteers, and the general public.

Exercise planners and controllers shall plan for and promulgate control measures with regard to weapons, whether introduced as a simulated device during exercise play or utilized by law enforcement officers in their normal scope of duties.

For the purpose of this policy, a weapon shall include all firearms, knives, explosive devices, less than lethal weapons/tools/devices, and any other object capable of causing bodily harm.

Qualified personnel (law enforcement, security, military, etc.) with legal authority to carry weapons who have an assigned exercise role (responder, tactical team, etc.) and have the potential for interaction with other exercise participants shall NOT carry a loaded weapon within the confines of the exercise play area. They may continue to carry their weapon only after it has been properly cleared and rendered safe (i.e., no ammunition in chamber, cylinder, breach, or magazines) and only after being marked or identified in a conspicuous manner (i.e., bright visible tape around the visible stock or holster). The use of an area clearly marked as "off limits," and with assigned armed personnel to secure weapons in a container, vehicle, or other security area is acceptable, and should be consistent with host jurisdiction weapons security policies.

Qualified personnel (law enforcement, security, military, etc.) with legal authority to carry weapons who are utilized to provide "real world" perimeter security for the exercise and have no assigned or direct interaction with exercise participants may continue to carry loaded weapons as part of their normal scope of duty.

All other personnel with no legal authority to carry weapons shall not bring, introduce, or have in their possession any weapon of any type in any area associated with the exercise. Safety briefings will be provided to all exercise participants specifying provisions and policies regarding weapons prior to the start of the exercise.

Simulated explosive devices, such as 'flash bangs', pyrotechnics, flares, smoke grenades, etc. will be handled and/or detonated only by qualified exercise staff or bomb technicians.

Aggressive behavior will not be tolerated during exercise conduct, except in matters of self-defense. Examples of aggressive behavior may include but are not limited to: excessive speeding; uncontrolled animals (i.e., K-9s, horses, etc.); employment of defense products (i.e., mace, pepper spray, stun guns, tasers, batons, etc.); and forceful use of operational response equipment or tools (i.e., pike poles, hose lines used at full stream on victims, etc.).

Exceptions to this policy specifying special mitigating circumstances shall be directed, in writing, to DHS 30 days prior to the exercise.